

Avaliação do efeito da implementação da gestão de recursos humanos verdes no desempenho sustentável com respeito ao papel mediador da responsabilidade social corporativa no setor bancário

Evaluation of the Effect of Implementing Green Human Resource Management on Sustainable Performance concerning the Mediating Role of Corporate Social Responsibility in the Banking Industry

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RESUMO

O objetivo principal deste estudo foi avaliar o efeito da implementação da gestão de recursos humanos verdes (GHRM) no desempenho sustentável no que diz respeito ao papel mediador da responsabilidade social corporativa (CSR) no setor bancário do Irã. Este é um estudo aplicado e é um estudo descritivo-pesquisa em termos de método. Para a coleta dos dados da pesquisa, foi utilizado um questionário. A população estatística do presente estudo incluiu os gerentes seniores da equipe de 27 bancos que operam no Irã. As estimativas iniciais indicaram que o número total de membros da comunidade estatística era igual a 1452 pessoas. Considerando um grande número dessas pessoas, a fórmula de Cochran foi utilizada para identificar o tamanho da amostra do estudo. Finalmente, 304 pessoas foram selecionadas como o tamanho da amostra. Para a análise dos dados da pesquisa, o método de modelagem de equações estruturais (SEM) foi empregado no software Smart PLS. Os resultados representaram que a gestão de recursos humanos verdes tem um impacto positivo e significativo no desempenho sustentável e na responsabilidade social corporativa. Além disso, os resultados demonstraram que a responsabilidade social corporativa no setor bancário tem um papel mediador influente na relação entre a gestão de recursos humanos verdes e o desempenho sustentável. Nesse sentido, pode-se dizer que a aplicação de medidas de gestão de recursos humanos verdes teve um impacto significativo no desempenho sustentável. Entretanto, o papel dos componentes da responsabilidade social corporativa e, especificamente, da responsabilidade moral é muito importante e decisivo.

Palavras-chave: Gestão de Recursos Humanos Verde (GHRM), Desempenho Sustentável, Responsabilidade Social Corporativa (CSR), Setor Bancário.

ABSTRACT

The main objective of this study was to evaluate the effect of implementing green human resources management (GHRM) on sustainable performance with respect to the mediating role of corporate social responsibility (CSR) in the banking industry of Iran. This is an applied study by purpose and is a descriptive-survey study in terms of method. In order to collect the research data, a questionnaire was exploited. The statistical population of the present study included the staff senior managers of 27 banks operating in Iran. Initial estimates indicated that the total number of members of the statistical community was equal to 1452 people. Considering a large number of these people, Cochran's formula was used to identify the sample size of the study. Finally, 304 people were selected as the sample size. For the research data analysis, the structural equation modeling (SEM) method was employed in Smart PLS software. The results represented that green human resource management has a positive and significant impact on sustainable performance and corporate social responsibility. Moreover, the results demonstrated that corporate social responsibility in the banking industry has an influential mediating role in the relationship between green human resource management and sustainable performance. Accordingly, one can say that the application of green human resource management measures has had a significant impact on sustainable performance. In the meantime, the role of the components of corporate social responsibility and specifically moral responsibility is very important and decisive.

Keywords: Green Human Resources Management (GHRM), Sustainable Performance, Corporate Social Responsibility (CSR), Banking Industry.

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1 INTRODUCTION

A literature study suggests that focusing on green management can improve organizational performance in all dimensions (Kasser & Singh, 2019). Green management emphasizes the integration of the relationship between the environment and management. Paying attention to green measures can help organizations achieve new market margins through the supply of environmentally friendly products and high sales of products to customers aware of environmental issues, innovation in product design, lowering costs by saving resources, reducing transportation costs, removal of waste, enhancing company profitability, improving productivity, increasing customer satisfaction and loyalty to the company's products and better satisfying social needs, better image for suppliers and manufacturers, better feeling and improving the quality of life for customers (Kim, Kim, Han, Jackson, & Ployhart, 2017; Ren, Tang, & Jackson., 2018). Intense competition in today's global markets, rising customer expectations and the rapid advancement of information technology, the uncertainty of environmental conditions and environmental regulations have led to shortening of the product life cycle and dynamic behaviour of customers in terms of selection and demand. Sustainability is recognized as a normative concept of how humans interact with the natural environment and how to fulfil responsibility for future generations (Laari, Töyli, Solakivi, & Ojal, 2015). One of the main pillars of green management for the institutionalization of organizational green values, in order to achieve a sustainable performance of the organization, is green human resource management (GHRM), which affects all its actions (Masri & Jaaron, 2017). Green Human Resource Management (GHRM) is the most fundamental factor in creating organizational sustainability (Margaretha & Saragih, 2013). Sustainable performance as a sustainable competitive advantage in an organization is created by a unique combination of organizational resources and skills (Bazrkar, 2020). Creation and development of green human resource management in an organization can be associated with benefits. One of the advantages is the use of a green performance appraisal system that analyzes the behaviour and work procedures of individuals within the organization and based on the results, offers solutions to remove behavioural barriers to employees in the way of organizational development. Overall, this evaluation system leads to the promotion of the environmental behaviour of employees and facilitates the achievement of sustainable performance of the organization, provided that other dimensions influencing the sustainable performance of the organization are taken into account as well (Gholami, Rezaei, Saman, Sharif & Zakuan, 2016). Green human resource management is the use of human resource policies for the sustainable utilization of organizational resources. Green Human Resources Management (GHRM) is responsible for creating awareness, information, and interaction among employees of the organization about the environment and environmental factors. By making policies and green policies, it creates social responsibility among them and guides them to fulfil their duties and obligations to the environment (Ahmad, 2015). Social responsibility is regarded as one of the essential elements of the existential philosophy of organizations such that the importance of its observance by organizations strengthens the satisfaction of stakeholders outside the organization to legitimize the organization (Wu, Fang, Liao, Xue, Li, & Wang, 2015). Moreover, organizations face a challenge called legitimacy in a dynamic and unpredictable environment on the path to sustainable performance, which they can strive for through social responsibility (Asrar, Peter, & Anam, 2017). The banking industry is one of the main sources of investment financing for commercial projects. The projects are among the most important economic activities for the economic growth of any country. Thus, the banking industry can play an important role in promoting sustainable environmental investment and social responsibility. Additionally, environmental impacts may affect the quality of assets as well as the rate of return of banks in the long run. Hence, banks are required to move towards green banking and thus play an active and effective role in protecting the environment. Banks operating in the country's banking industry are no exception and, in recent years, have taken measures in this regard, but it has not been enough. By upgrading their actions in areas such as implementation, development, and strengthening of green human resource management, these banks can seek to achieve a higher goal, i.e., sustainable performance. Accordingly, addressing this issue, i.e. the relationship between the sustainable performance of the organization and green human resource management in a situation where attention to the social responsibility of the organization is one of the main priorities of banks, in order to fill this research gap seems essential. According to the above items, the main question that this study seeks to answer is what

implementation of green human resource management has an impact on the sustainable performance of banks operating in the Iranian banking industry with regard to the mediating role of corporate social responsibility?

2 THEORETICAL BACKGROUND AND DEVELOPMENT OF HYPOTHESES

2.1 Green Human Resource Management and Sustainable Performance

Green human resource management is the most critical pillar of green management and has attracted the attention of many human resource management researchers in recent years. Green human resource management is an activity that seeks to optimize the use and conservation of scarce environmental resources (Goswami & Ranjan, 2015). The success of green management and, subsequently, green human resource management relies on the effective implementation of green human resource management measures (Ahmad, 2015). The idea of greening human resources through green empowerment of employees is of great importance since the role of employees in the implementation of measures is very crucial (Tariq, Jan, & Ahmad., 2016). Green human resource management is directly responsible for creating a work environment that understands, performs, and honours green measures and also protects green objectives in the process of human resources, including recruitment, training, compensation, development, and advancement of human capital (Mathapati, 2013). As one of the measures of the main dimensions of green management, green human resource management can lead to the sustainable performance of organizations (Rayner & Morgan, 2018). Study of previous investigations demonstrated that green human resource management through measures such as green recruitment and employment, green training and development, and green payments and rewards influence the sustainable performance of the organization (Saeed, Afsar, Hafeez, Khan, Tahir, & Afridi, 2018, Zaid, Jaaron, & Talib, 2018, and Jovita, Chibuzor & Onyemachi, 2019). Accordingly, the first hypothesis of the research is defined as follows:

First Hypothesis: Green human resource management (GHRM) has a positive and significant impact on the sustainable performance of the banking industry.

2.2 Green Human Resource Management (GHRM) and Corporate Social Responsibility (CSR)

Social responsibility comprehensively looks at the customer and even considers his/her environmental problems or long-term well-being. Social responsibility is a way of management, according to which organizations perform activities that positively impact society. Indeed, social responsibility seeks to eliminate the negative effects of the organization on society. Paying attention to green human resource management and greening human resource activities is a step towards increasing the Corporate Social Responsibility (Opatha & Arulrajah, 2014). One of the social responsibilities defined for organizations is to take into account environmental issues. An organization is responsible for the community and strives to perform tasks that guarantee the survival and viability of the organization. This requires the organization to provide certain conditions and take action in this regard. Some of these conditions and practices within the organization are carried out through green human resource management activities to inform and empower employees about environmental issues (Norton, Stacey, Hannes, & Neal, 2015). The results of many studies in the last decade have demonstrated that the activities of organizations in the field of green human resource management will lead to increased quality of performing Corporate Social Responsibility (Dashwal et al., 2015; Masri & Jaroon, 2017, and Roscoe, Subramanian, Jabbour, & Chong, 2018). Accordingly, the second hypothesis of the research is defined as follows:

Second Hypothesis: Green human resource management (GHRM) has a positive and significant impact on corporate social responsibility (CSR) in the banking industry.

2.3 Corporate Social Responsibility (CSR) and Sustainable Performance

The study of literature review indicates that companies increasingly come to believe that considering the Corporate Social Responsibility and taking related measures as a key strategy can have a huge impact on sustainable organizational performance (Larri et al., 2015). The responsibility of organizations is not to be merely effective, but it is their responsibility to serve the community in which they operate. Examples of direct benefits from social responsibility for a company include increasing business value and brand, more access to financial resources, healthier and safer workforce, enthusiastic employees, customer loyalty, improving trust and confidence of interested parties and strengthening public image in order to achieve sustainable organizational performance (Kum, Yuen, & Ming, 2016). Social responsibility is recognized as one of the most important elements of the philosophy of organizations so that the importance of its observance by organizations strengthens the satisfaction of stakeholders outside the organization to legitimize the organization (Kibler, Matthias, Richard, Pablo, 2015). Social responsibility is a managerial commitment to take action to maintain and improve the welfare of society as a whole, that corporate social responsibility activities are often positively justified in terms of business in response to resource constraints (Harwood, Humby, & Harwood, 2011) and are introduced as an important activity in the sustainable development of organizations to achieve sustainable performance (Zeng, Ma, Lin, Zeng, & Tam, 2014). Accordingly, the third hypothesis of the research is defined as follows:

Third Hypothesis: Corporate Social Responsibility has a positive and significant impact on sustainable performance in the banking industry.

2.4 Mediating Role of Corporate Social Responsibility

In green organizations, Green Human Resources Management (GHRM) is responsible for creating awareness, information, and interaction among employees of the organization about the environment and environmental factors. By making policies and green policies, it creates social responsibility among them and guides them to fulfil their duties and obligations to the environment (Nejati, Rabiei & Jabbour, 2017). In addition to leading to efficiency and effectiveness, reducing costs and building collaboration among employees, these activities will ultimately result in sustainable performance (Mandip, 2012). Green human resource management actions in greening the organization can pave the way for creating the sustainable performance of the organization. In this respect, what encourages organizations to take green steps to achieve sustainable performance is social responsibility. This causes organizations to lose part of their profits due to the cost of environmental safety practices and in order to fulfil social responsibility in the process of upgrading environmental attitudes (Bangwal & Tiwari, 2015). Some of these measures are in line with the fulfilment of Corporate Social Responsibility. However, the most important achievement is to create a perfect image of social responsibility and business, which may attract and increase the support of stakeholders in the environment in various ways and then lead to the sustainable performance of the organization (Asrar et al., 2017).. Accordingly, the fourth hypothesis of the research is defined as follows:

Fourth hypothesis: Green human resource management (GHRM) through corporate social responsibility has a positive and significant impact on the sustainable performance of the banking industry.

With regard to the theoretical foundations of the research, objective, and hypotheses stated, the conceptual model of this research is illustrated in Figure 1.

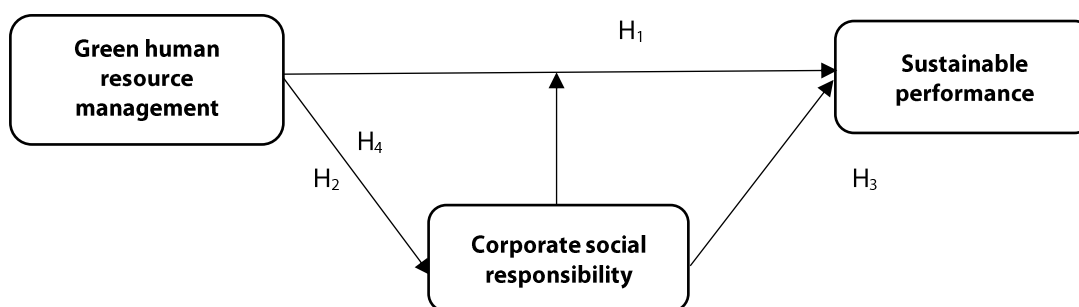


Figure 1. Conceptual model of the research
 Source: Author (2021).

3 RESEARCH METHODOLOGY

This is an applied study by purpose and is a descriptive-survey of correlational type with regard to the procedure, data collection, and examination of relationships between constructs. The statistical population of this study included the staff senior managers of 27 banks operating in Iran. There are 27 banks operating in various sectors, both public and private, in the country. Initial estimates indicated that the total number of members of the statistical community was equal to 1452 people. Considering a large number of these people, Cochran's formula was used to identify the sample size of the study. Given that it was expected that we would face problems in collecting the questionnaires, 350 questionnaires were sent. After collecting the completed questionnaires, 304 questionnaires were finally entered into the software for data analysis. In this study, a questionnaire was exploited to collect data. All the questions in the questionnaire were evaluated based on the five Likert scales, the values of which were defined from 1 (strongly disagree) to 5 (strongly agree). On the basis of the research conceptual model, which indicates that the model has an exogenous variable, namely green human resource management, to measure this variable, based on three components: green recruitment and employment, green training and development, and green payments and rewards from the items of the questionnaires used in the studies of Nejati et al. (2017), Zaidet al. (2018), Saeid et al. (2018), the number of questions was equal to 9. In order to collect data related to the endogenous variable of research, i.e., sustainable performance based on three components: economic performance, social performance, and environmental performance from the items of the questionnaires, which adapted in the research of Abdullah et al. (2015) and Zaid et al. (2018), the number of questions was equal to 9. Moreover, to collect data in relation to the mediating variable, i.e., Corporate Social Responsibility, based on three components: economic responsibility, moral responsibility, environmental responsibility adapted from the questionnaires used in the research of Mandy Geon et al. (2020), the number of questions was equal to 6. Cronbach's alpha test was used to assess the reliability of components related to each of the research constructs. The results of this test are displayed in Table 1.

Construct	Symbol in the model	Components	Symbol in the model	Number of items	Cronbach's alpha
Green human resource management (GHRM)	GHRM	Green recruitment and employment	GRS	3	0.84
		Green training and development	GDT	3	0.76
		Green payments and rewards	GPR	3	0.88
Sustainable performance	SP	Economic performance	ECP	3	0.81
		Social performance	SOP	3	0.86
		Environmental performance	ENP	3	0.80
Corporate social responsibility (CSR)	CSR	Economic responsibility	ECR	3	0.79
		Moral responsibility	ETR	3	0.77
		Environmental responsibility	ENR	3	0.85
The whole questionnaire				24	0.89

Table 1. Reliability values of components
 Source: Research results (2021).

The results of this test demonstrate that the value obtained for each of the components is more than 0.7. Therefore, one can say that the reliability of the research components is confirmed.

In this study, in order to analyze the data, fit the conceptual model of the research and test the hypotheses, the partial least squares structural equation modeling (PLS-SEM) was exploited. Structural equation modeling has many applications in various fields like management (Wen, 2010). LISREL approach focuses on the maximization of covariance and PLS modeling on the maximization of variance. PLS is a variance-based approach that requires fewer conditions compared to similar techniques of structural equations such as LISREL and AMOS (Liljander, Polsa, & van Riel, 2009). PLS modeling is done in three stages. In the first stage, the measurement model is examined through validity and reliability analysis and confirmatory factor load analysis. In the second stage, the structural model is checked by estimating the path between variables and determining the fit indices of the model (Hair, Hult, Ringle, & Sarstedt, 2014).

4 RESULTS

In the current study, descriptive statistics were applied to analyze and describe the collected data and inferential statistics were used to fit the conceptual model and test the research hypotheses.

4.1 Results of Descriptive Statistics: In the descriptive statistics section, the components of each research construct were analyzed by indicators of mean, standard deviation, skewness, and kurtosis based on five-point Likert scale. The results of this study are represented in Table 2.

Construct	Component	Mean	Standard deviation	Skewness	Kurtosis
Green human resource management (GHRM)	Green recruitment and employment	3.82	0.647	-1.254	0.557
	Green training and development	3.22	0.551	-1.345	0.981
	Green payments and rewards	3.38	0.487	-1.110	0.776
Sustainable performance	Economic performance	3.76	0.683	-0.587	-0.889
	Social performance	3.58	0.610	0.339	1.490
	Environmental performance	3.66	0.880	0.874	-0.889
Corporate social responsibility (CSR)	Economic responsibility	3.81	0.771	-1.39	0.679
	Moral responsibility	3.74	0.910	-0.749	1.212
	Environmental responsibility	3.71	0.754	0.910	0.834

Table 2. Statistical description of the research components
 Source: Research results (2021).

In accordance with the results achieved from the values of skewness and kurtosis indices, considering that these values are in the range of -2 to +2, it can be concluded that the collected data associated with the studied components follow a normal distribution.

4.2 Results of Inferential Statistics

4.2.1 Results of Kaiser-Meyer-Olkin (KMO) Test

In this study, before applying the structural equation modeling (SEM) method in Smart PLS software, KMO test and Bartlett test were exploited to ensure the sufficient sample size. In performing factor analysis, one must first make sure that the existing data can be used for analysis or not. Therefore, this test is used. If the value obtained for the KMO index is higher than 0.7 and close to one, the desired data (sample size) is suitable for factor analysis. Otherwise, the KMO index is less than 0.7, the results of factor analysis are not very suitable for the desired data. Moreover, if the significance level of the Bartlett test is less than 5%, it indicates that factor analysis is appropriate to identify the factor model. The results of this test are provided in Table 3, which represents that the sample size and the relationship between the variables are in desirable condition.

Value of KMO index	0.871
Value of Bartlett test	8452.3647
Degree of freedom	303
Significance level	0.001

Table 3. Results of KMO and Bartlett tests

Source: Research results (2021).

4.2.2 Results of Partial Least Squares Structural Equation Modeling (PLS-SEM)

- Results of Fitting the Measurement Model

On the basis of the PLS-SEM algorithm, the measurement models were evaluated in the first stage. The results of the evaluation of reliability criteria (Cronbach's alpha and composite reliability), convergent validity and the results of measuring the factor loadings of research variables in Table 4 represent that the values obtained for factor loadings are higher than 0.5, Cronbach's alpha is higher than 0.7, and the composite reliability is higher than the set criterion, i.e. 0.7. Besides, the result gained from the convergent validity criterion shows that the convergent validity values of all research constructs are higher than the standard value of 0.5. To assess the divergent validity of constructs, Fornell & Larcker (1981) method was exploited. The results of Table 5 reveal that the divergent validity of the research constructs is confirmed considering that the square of the average variance extracted (AVE) for each construct is greater than the correlation between the construct. These results demonstrate the appropriate internal consistency for the measurement model and report the model fitting. Thus, the measurement model is confirmed.

Variable	Question (Item)	Factor loading	Cronbach's alpha	Composite reliability	Convergent validity
Green human resource management (GHRM)	GRS1	0.585	0.847	0.899	0.510
	GRS2	0.791			
	GRS3	0.886			
	GDT1	0.825			
	GDT2	0.782			
	GDT3	0.851			
	GPR1	0.807			
	GPR2	0.852			
Sustainable performance	GPR3	0.675	0.895	0.915	0.548
	ECP1	0.737			
	ECP2	0.827			
	ECP3	0.821			
	SOP1	0.814			
	SOP2	0.763			

	SOP3	0.792			
	ENP1	0.527			
	ENP2	0.608			
	ENP3	0.712			
Corporate Social Responsibility (CSR)	ECR1	0.694	0.881	0.895	0.590
	ECR2	0.614			
	ETR1	0.803			
	ETR2	0.848			
	ENR1	0.836			
	ENR2	0.786			

Table 4. Results of measurement model fit
 Source: Research results (2021).

	Green human resource management (GHRM)	Sustainable performance	Corporate Social Responsibility (CSR)
Green human resource management (GHRM)	0.714		
Sustainable performance	0.638	0.740	
Corporate Social Responsibility (CSR)	0.527	0.540	0.768

Table 5. Results of divergent validity
 Source: Research results (2021).

- Results of Fitting Structural Model

• T-Value Coefficient s' Significant Level: If t-values are greater than 1.96, it indicates the accuracy of the relationship between the constructs and thus confirms the research hypotheses at the 95% level. Figure 2 represents the t-values to evaluate the structural model. Given that all the numbers on the paths are higher than 1.96, this suggests the significance of the paths, the suitability of the structural model of the research and also the confirmation of the research hypotheses.

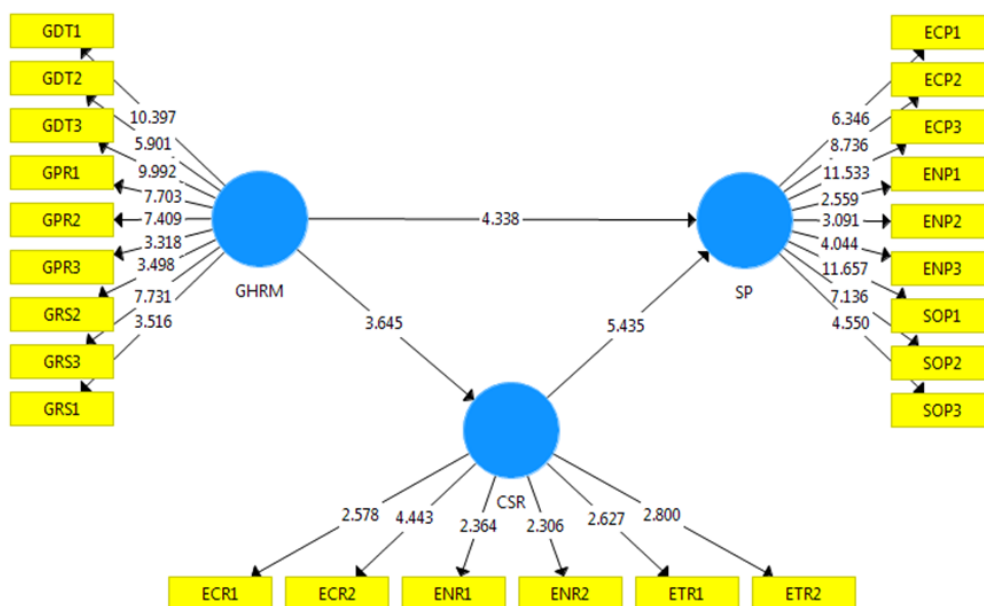


Figure 2. Results of t-value coefficient significant level
 Source: Research results (2021).

• Criterion R²: The second essential criterion for checking the fitting of a structural model is to examine the coefficients of determination (R²) for the endogenous latent (dependent) variables of the model. The values of this coefficient are visible in Figure 3. According to the value obtained for the variables of

sustainable performance and corporate social responsibility is equal to 0.603 and 0.367, respectively, the suitability of the structural model is confirmed considering the three values of 0.19, 0.33, and 0.67 that show the weak, medium, and strong criteria of R².

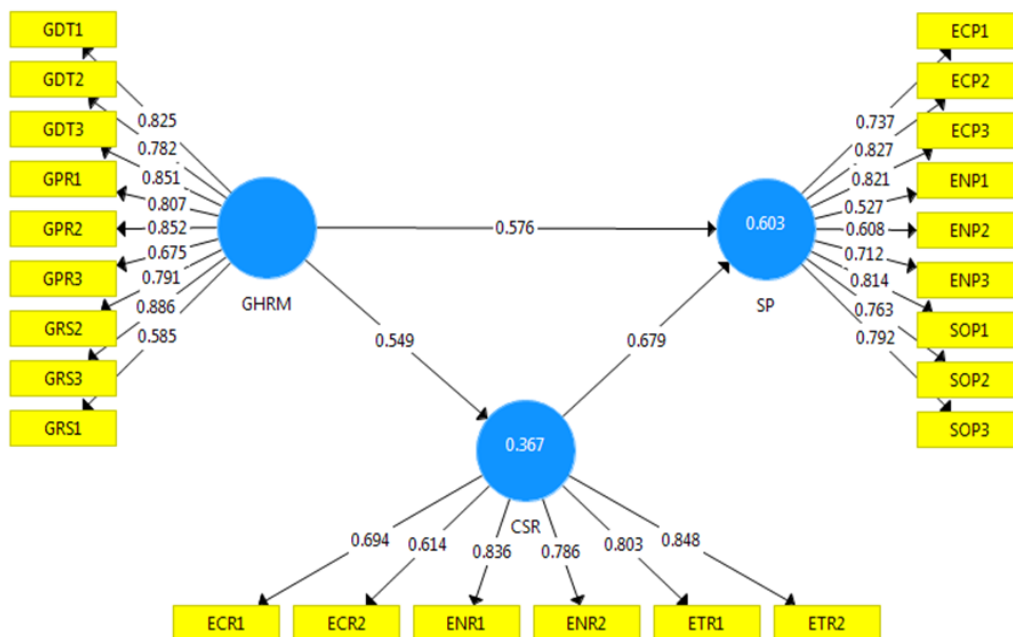


Figure 3. Results of values of factor loadings, path coefficients, and R²
 Source: Research results (2021).

- Results of Research Hypotheses Testing

In this section, research hypotheses are tested by examining t-value, p-value, and path coefficients. If the significant t-value of each path is more than 1.96, the relevant path is significant at the 95% confidence level, and the associated hypothesis is confirmed. The results of testing the hypotheses are reported in Table 6.

Hypotheses	Path	Path coefficient	t-value	p-value	Result
First	The impact of green human resource management on sustainable performance	0.576	4.338	0.000	Confirmation
Second	The impact of green human resource management on corporate social responsibility	0.549	3.645	0.002	Confirmation
Third	The impact of corporate social responsibility on sustainable performance	0.679	5.435	0.001	Confirmation
Fourth	The impact of green human resource management on sustainable performance through corporate social responsibility	0.563	3.569	0.003	Confirmation

Table 6. Results of testing the research hypotheses
 Source: Prepared by the author (2021).

Regarding the values gained from Table 6, it can be concluded that green human resource management (GHRM) has a positive and significant effect on sustainable performance and corporate social responsibility (CSR) among the banks under study. Moreover, the result of testing the fourth hypothesis indicates that the variable of corporate social responsibility (CSR) has a mediating role in the relationship between green human resource management and sustainable performance, and green human resource management (GHRM) through corporate social responsibility (CSR) has a positive and significant impact on sustainable performance.

5 DISCUSSION AND CONCLUSION

In this study, the impact of implementing green human resource management on sustainable performance with respect to the mediating role of corporate social responsibility of banks operating in the banking industry of Iran was investigated. On the basis of the obtained results, one can say that the surveyed companies can improve their sustainable performance by implementing green human resource management measures such as green pay and reward, green recruitment and employment, green development and training and with emphasis on corporate social responsibility. Then, the results of the research hypotheses will be analyzed.

The first hypothesis test result indicated that green human resource management (GHRM) has a positive and significant impact on the sustainable performance of the banking industry and the green human resource management variable directly explains 0.576 of the changes related to the sustainable performance variable. Accordingly, it can be stated that the banks examined in this study can strengthen their sustainable performance and move towards sustainable organizational development by implementing measures such as green recruitment and employment, green training and development, as well as green pay and rewards. Although the achieved results were consistent with the results of research by Zaid et al. (2018), Guerci, Longoni, & Luzzini (2016), Renwick, Redman, & Maguire (2013), Bangwal & Tiwari (2015), the results obtained in this study demonstrated that the measures of green development and training and green payment and rewards have a higher factor loading and play a more critical role in the expression of green human resource management among the investigated banks. Thus, it is proposed that more emphasis be placed on these measures to sustain performance in the industry under study.

The second hypothesis test result revealed that green human resource management (GHRM) has a positive and significant impact on corporate social responsibility (CSR), and the green human resource management variable directly explains 0.549 of the changes related to the corporate social responsibility variable. Accordingly, it can be expressed that human resource management with a focus on human capital and environmental management programs and their integration in their activities employs green human resource management in order to achieve environmental goals. All green human resource management measures are taken in line with the long-term goals of the organization and in order to improve the practices related to corporate social responsibility. Although the results were consistent with the results of research by Opatha & Arulrajah (2014) and Dashwal et al. (2015), the results obtained in the present study represented that the measures of green development and training and green recruitment and employment have higher factor loadings and play a decisive role in the influence of green human resource management on corporate social responsibility among the surveyed banks. Hence, it is suggested that more emphasis be placed on these measures to promote the quality of corporate social responsibility in the studied industry.

The third hypothesis test result showed that the corporate social responsibility (CSR) has a positive and significant impact on the sustainable performance of the banking industry, and the corporate social responsibility variable directly explains 0.679 of the changes related to sustainable performance. Accordingly, one can say that corporate social responsibility and compliance with related factors can ensure the survival of organizations in complex and competitive environments. In fact, today's organizations seek to use social responsibility to improve their performance so that they can increase their market share and gain a competitive advantage to ensure their survival. Although the results were consistent with the findings of research by Harwood et al. (2011), Larri et al. (2015), Kum et al. (2016), the results obtained in this study illustrated that moral responsibility has a higher loading compared to other components of corporate social

responsibility and plays an essential role in influencing the corporate social responsibility on sustainable performance among the studied banks. Therefore, it is recommended to emphasize the components of corporate social responsibility and particularly the component of moral responsibility in order to achieve sustainable performance in the examined industry, and the corporate social responsibility should be considered as a competitive advantage.

The fourth hypothesis test result suggested that green human resource management (GHRM) has a positive and significant impact on the sustainable performance of the banking industry by mediating role of the components of corporate social responsibility, and the human resource management variable indirectly explains 0.563 of the changes related to sustainable performance through the corporate social responsibility (CSR). Therefore, one can argue that this is the task of the organizational human resource management to lead the employees to green so that the goals of the organization are met and ultimately the preservation of the environment to be significantly helped. One of the outcomes of environmental protection for the organization is to achieve sustainable performance. In the meantime, what helps organizations work to strive to preserve the environment through green human resource management measures is the issue of corporate social responsibility. Indeed, social responsibility requires organizations to meet certain community expectations, including environmental issues, in order to be taken into account in society.

Like other studies, this research is faced with some limitations. Since this is an exploratory study, the research findings are limited to the sample size, and the results may vary in the case of changing the sample size. Besides, the existence of different opinions on the subject of research among members of the statistical community can somewhat affect the results. The population of this study consisted of banks operating in the banking industry of Iran. Accordingly, the results are dedicated to these banks and cannot be generalizable to all organizations and companies. It is recommended researchers to carry out the subject of this study in other organizations and manufacturing and service companies in further investigations. With regard to the review of research literature, it can be imagined that variables such as resistance to employee change and environmental knowledge of the organization can have a mediating role in influencing green human resource management on sustainable performance. Hence, it is proposed researchers to consider these variables as mediating variables and compare the obtained results with the results of this survey in future studies.

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